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Enhancing Regional Produce as Green Products for the Global Market: An Exploratory Study in a Portuguese Region

Marcelo Calvete Gaspar, Instituto Politécnico de Castelo Branco, Castelo Branco, Portugal
Jorge Julião, Católica Porto Business School, Universidade Católica Portuguesa, Porto, Portugal
Benny Tjahjono, Cranfield School of Management, Bedfordshire, UK

ABSTRACT

This study focuses on exploring the sustainability characteristics of the regional produce, which comes from the Beiras region of Portugal to support new differentiation claims and forecast its effect on a global mass-market. Considering a Multiple Helix approach, this study aims to examine the role and perception of local academia in relation to this new premise to enhance the dynamic and competitive positioning of such regional produce. To this end, several in-depth interviews were conducted with local researchers and decision-makers, allowing the significance and potential of the proposed green claims to be discussed. Several insights into the subject were developed and new directives were presented. Nonetheless, complementary research may still be necessary to assess the remaining multiple helix actors of the local ecosystem in order to identify and develop the most promising strategies to effectively promote local endogenous produce to a global market.

KEYWORDS

Eco-Innovation, Endogenous Resources, Green Products, Regional Ecosystems, Sustainability

INTRODUCTION

Over the last decades, a growing interest in the natural environment and sustainability issues has been one of the drivers behind the redesigning of existing products and the creation of new ones, making them more environmentally friendly. Recently, the attention of corporate environmental management has been shifting from clean technologies and pollution prevention to products (Pujari, 2006), particularly to green products (GPs). It has been recognised that the commercial success of GPs in the market place is crucial in helping companies and society to move towards environmental sustainability (Hall & Clark, 2003). Although there is generally no agreed-upon definition, a 'green product' can be defined as a product, or service, which is developed to reduce environmental impact over the entire product life-cycle (Albino et al., 2009). These products strive to protect or to enhance the natural environment by conserving energy and/or resources and reducing or eliminating the use of toxic agents, pollution, and waste (Dangelico & Pontrandolfo, 2010; Tsai, 2012), using environmentally friendly materials, with end-of-life strategies (Joshi et al., 2006), among others.

Environmental protection and preservation have become a widely accepted, mainstream issue for consumers (Ginsberg & Bloom, 2004). This increasing consumer awareness of environmentally conscious practices (Yung et al., 2011) is shifting the attention of consumers towards GPs (Chen & Chang, 2012). Thus, green consumers are not only more motivated to purchase GPs, but some

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are even willing to pay a premium price for GPs (Laroche et al., 2001; Makower, 2009; Cherian & Jacob, 2012). Accordingly, the demand for GPs seems to be increasing (Mintel, 2009). The market share for GPs is estimated to be around 4% (Gleim et al., 2013), and is likely to expand in the future (Dangelico & Pujari, 2010). Moreover, marketing managers have realized that consumer's criteria to evaluate products are changing and businesses have responded to these demands by introducing products that are marketed as being "environmentally friendly" or "green" (Follows & Jobber, 2000).

Although some researchers (*e.g.* Khosla, 2005; Orsato, 2006; Reinhardt, 2008; Dangelico & Pujari, 2010; Galarraga *et al.* 2011; Moreno, 2011; Tomasin *et al.* 2013) claim higher production costs for GPs, the Porter Hypothesis asserts that that there is no trade-off between economic growth and environmental protection (Porter & van der Linde, 1995). Moreover, integrating environmental sustainability issues into business strategy is becoming a strategic opportunity for companies (e.g., Porter & Reinhardt, 2007). Therefore, as other researchers (*e.g.* Sharma & Vredenburg, 1998; Sarkis, 2003; Doran & Ryan, 2014) have asserted, GPs can improve a company's competitiveness. Driven by environmental concerns, more customers have become motivated to purchase green products and even willingly pay comparatively higher prices for these products (Chen, 2008). Accordingly, one may conclude that GPs can positively contribute to economic growth.

A particular type of GP refers to regional endogenous products. These goods, which result from a distinct use of regional local resources, have a keen embedding in local ecology and an ample use of local knowledge (Roep, 2000). In this definition, the keyword is distinction, as this feature allows value to be added to such products, which translates into specific unique attributes that are commonly perceived by actual and potential customers (Bourdieu, 1986; Barberis, 1992; Allaire & Sylvander, 1995). The distinction the regional endogenous products have is not only in the nature of the regional local resources (van der Ploeg, 2002) but also in the transformation process (de Roest, 2000), in the price (Ittersum, 2001) or even in the process of commercialization (van der Meulen, 2000).

In a global context, as state borders are becoming increasingly blurred, the differentiation in regional ecosystems is crucial to keep cultural and economic identities alive. The importance of regional socio-economic systems is enhanced through the common tendency nowadays to regionalise the role of national and local spaces, not only in Europe, but globally (Castells, 2010). As such, under the influence of new forms of globalisation throughout the world, the role and position of regional ecosystems becomes more relevant than ever before. Nowadays regions are no longer treated as mere territorial or historical units, but they aspire to adopt the role of a functionally alternative structure of national governance (Szajnowska-Wysocka, 2009). Hence, converting local ecosystems into pragmatic identities of the region can be translated into economic acts and marketing attractiveness for investors, creating new dynamics in the region, as well as for local resources and products.

Considering the classical theories of regional development, the concept of economic base is the most popular among such theories, as it explains the role of exogenous and endogenous economic activities in the development of a region (Isard, 1965). According to this theory, the exogenous activities are fundamental and constitute the economic basis of the region as the demand for goods and services stimulates regional economic development. This explains the need to increase the promotion of regional endogenous products to customers outside local markets and the need to find the right strategy to enhance the export trade of such products.

This paper aims to explore the sustainability dimension of the endogenous resources, which come from the Beiras region of Portugal. It examines the proposed exportation claim to the global market, in order to determine if this factor increases their export potential. The resulting sales growth is expected to enhance the competitive positioning of the Beiras' regional ecosystem, which is currently classified as a low-density and peripheral territory.

POSITIONING REGIONAL ENDOGENOUS PRODUCTS AS GREEN PRODUCTS IN THE GLOBAL MARKET

The paper argues that labelling regional endogenous products (EPs) as GPs facilitates their entrance into larger markets and promotes consumption, contributing to the development of local economies and regions. However, lack of awareness is identified as one of the most important inhibiting factors of the growth of sustainable products in the market place (Bonini & Oppenheim, 2008). According to the Mintel Report (Mintel, 2009) in order to make sustainable products widespread, adequate information and labelling has to be provided.

The market availability and experience of EPs is less than for GPs, which makes current knowledge and information about EPs limited, particularly in the global market. As research related to GPs has already demonstrated that product information and labelling is directly correlated with GP sales, it is imperative to promote knowledge about EPs. Since individual consumers tend to purchase more varieties and less of each variety in large markets, these markets encourage product differentiation (Ferguson, 2012), like that provided by EPs. Moreover, consumers are better off in larger markets with higher prices because the direct benefits of product differentiation and variety compensate the adverse indirect effect of product differentiation on real wages (Ferguson, 2012).

According to Tomasin et al. (2013) technical specifications are essential to increase the sales of GPs. Moreover, the Mintel Report (2009) shows that the lack of adequate information and labelling may limit the ability of consumers to purchase GPs. It is also understood that product value is one of the most important buying criteria for GPs (Roberts, 1996) and that GP consumers tend to analyse prices according to their perception of value added (Drozdenko, Jensen, & Coelho, 2011). Therefore, product information needs to be efficiently transmitted to consumers, especially for first time buyers (D'Souza, Taghian, Lamb, & Peretiatkos, 2006).

Driven by the environmental concerns, more customers are inclined to adopt GPs (Chen, 2008), but purchasing only occurs if the sustainable added value is perceived (Roberts, 1996), which can be addressed by means of eco-labelling (Dangelico & Pujari, 2010). Eco-labelling on products raises the knowledge value for the green preferential segment and subsequent sustainable consumption behaviour adoption (Biswas & Roy, 2015). Moreover, eco-labelling, potentially, can provoke and modify buying behaviour (Carlson et al., 1993) and stimulate customers' awareness (Dangelico & Pujari, 2010).

One such example of eco-labelling is related to the EU Ecolabel (R66, 2010), which was launched in 1992 by the European Commission. As of the March 2016 reporting period (European Commission, 2016), 36,403 products and services were registered, ranging from tourist accommodation services to textiles or footwear. The EU Ecolabel was created in light of developing a Europe-wide voluntary environmental labelling scheme that consumers could trust. The EU Ecolabel meets the ISO 14020 Type 1 (1999) requirements for ecolabels. This classic eco-labelling scheme awards a mark or a logo based on the fulfilment of a set of sustainability criteria and is managed by the European Commission and the national competent bodies.

A different type of protection in the European Union (EU) (R1151, 2012) refers to the promotion and protection of geographical indications and traditional specialities. This type of labelling promotes and protects names and characteristics of regional endogenous agricultural products and foodstuffs through three types of schemes, namely the protected designation of origin (PDO), the protected geographical indication (PGI), and the traditional specialities guaranteed (TSG). The way in which customers' perception and appeal to regional endogenous products has increased is related to the type of labelling, which assures that the regional produce meets local ecology and knowledge on the production of awarded products. This claim can only be maintained by following regulations, rules and practices, ensuring that customers' perception of the value added to products is in line with the commitment demonstrated by local regional producers.

THE ROLE OF ACADEMIA IN A MULTIPLE HELIX APPROACH

In a Multiple Helix System, interactions amongst the different actors evolve from the traditional university–industry–government relations to a wider approach, where society, with its different roles and contributions, is considered (Carayannis & Campbell, 2009; Carayannis *et al.* 2012; Carayannis *et al.* 2015). In this Approach, societal aspects are discussed from a consumer's point of view, where their needs, expectations and attitudes are addressed. All issues related to the supply chain of GPs (and EPs) are influenced by these four main actors and their interrelationships (Julião, Gaspar, & Tjahjono, 2016).

Consumers are at the end of the supply chain and play a key role in the Multiple Helix System, because the commercial success of GPs depends on their intentions to buy GPs. Understanding their motivations, as to why they buy GPs, is therefore crucial. Many researchers have examined these motivations from several perspectives and using different approaches (e.g. Laroche et al., 2001; Tseng & Hung, 2013; Paço et al., 2013). In order to trace the roots of the "green consumer", studies are commonly based on social-demographic variables (*e.g.* gender and age) and psychographic variables (*e.g.* environmental knowledge). The studies based on social-demographic factors present inconclusive results and some are contradictory (Diamantopoulos, Schlegelmilch, Sinkovics, & Bohlen, 2003), which indicates that they have limitations in terms of characterising the green consumer. Although psychographic variables seem to be more successful profiling the motivations of green consumers (Leonidou, Leonidou, & Kvasova, 2010), they also show some weakness. For example, regarding price, some researchers identified that the price of GPs influences purchasing decisions (Gleim et al., 2013) and consumers will not pay higher prices for these products (e.g. Wasik, 1992; Graviria, 1995). Conversely, other researchers argue that consumers are willing to pay more for GPs (e.g. Laroche et al., 2001; Cherian & Jacob, 2012). Moreover, green consumption is influenced by the product life-cycle stage, i.e., environmentally responsive consumers may purchase conventional products and compensate this by recycling. Additionally, it also varies across industry sectors and product types (Wheale & Hinton, 2007). These gaps support the need to characterise consumer purchase behaviour.

Companies are profit oriented organisations that obtain their revenue from the sales of products. Accordingly, companies tend to integrate environmental sustainability into new products to satisfy consumer demand (Horbach, 2008; Horte & Halila, 2008), address pressure from interest groups (Wagner, 2007), and changes in regulation (Porter & van der Linde, 1995; Dangelico & Pujari, 2010).

It has been confirmed by different researchers (e.g. Sharma & Vredenburg, 1998; Sarkis, 2003; Doran & Ryan, 2014) that sustainable products can improve a company's competitiveness. Nonetheless, environmental sustainability can be perceived by companies as a constraint, which increases manufacturing costs and causes selling prices to become less competitive (Dangelico & Pujari, 2010). Thus, although it may be assumed that consumers prefer sustainable products and sustainable companies, these may not directly benefit the companies because some customers are not willing to pay a premium price. Consequently, some companies find it difficult to compete with other companies that do not invest in sustainable products. As regional endogenous products tend to favour sustainable solutions, *i.e.*, they tend to have a high degree of local and regional processes in place, are based on localised tacit knowledge and its exchange as opposed to large industrial solutions, it is implicit to local customers that endogenous product manufacturers provide greener products when compared to industrial mass-manufactured products. However, for those who are less familiar with the distinctive characteristics associated with endogenous regional products, the association to GPs is not always evident.

Due to the difficulty of fully communicating the environmental advantages of their products, GP producers are facing increased challenges to successfully promote these advantages in order to attract, satisfy, and gain customers' confidence. Consumers need to be aware of environmental issues and that the consumption of such products will make a difference. Moreover, even if customers' awareness is raised by means of eco-labelling, allowing the environmental benefits of the products

to be communicated to customers, a third party certification is still needed to increase credibility through a scientific and systematic assessment of the product's environmental impact at each life-cycle stage. A first significant step towards that direction is provided by the EU's label confirming the promotion and protection of the geographical indications and traditional specialities. However, although this certification has not yet been extended to all of the EU's regional endogenous produce, outside of the EU this type of certification/protection is not universally accepted due to the conflict of interest from non-endogenous production companies. Therefore, this protective scheme is only being gradually expanded internationally via bilateral agreements between the EU and non-EU countries.

In order to increase sustainability, many countries have created declarations and regulations for environmental protection and to encourage the adoption of GPs. As claimed in some literature, these regulations can generate opportunities for new business ventures (Wagner & Llerena, 2011), creating 'win-win' opportunities with environmental gains and an increase in productivity (Kemp et al., 2001), as well as being a means for risk minimisation, revenue, and image protection (Dangelico & Pontrandolfo, 2010). However, it seems to be unclear as to which regulatory instruments dominate other instruments, the instruments which provide economic incentives (e.g. benefits or negative taxes) normally perform better than command and control regulation (Requate, 2005). Currently, in the EU, an increasing effort is being made not only to provide member states with a dedicated sustainability related regulation framework, but also to offer significant endorsement to companies favouring sustainable and greener solutions on a wide range of economic activities throughout the common community space.

Considering the Multiple Helix approach, endogenous regional development focuses mainly on local regional ecosystems (Tödtling, 2009; Szajnowska-Wysocka, 2009), attributing key roles to regional policy competences, decision-making functions and local actors, *i.e.*, regional institutions, local companies and academia, as well as civil society. A particular role in this context may be assigned to regional academia, as alongside their fundamental research, these actors may not only assist local companies in the development of GPs and related process solutions, but also help these companies to design their market strategies and communicate the environmental advantages and distinctive characteristics of regional endogenous resources and products. To this end, current research relies upon the local academia in the Beiras region in Portugal to identify the most suitable claims that could enhance the exportation potential of regional endogenous produce. As such, the proposed research question can be stated as follows: «What is the point of view of the local academia in the Beiras region in Portugal on the use of endogenous products' sustainability characteristics as a differentiation claim for a global mass-market?

METHODOLOGY

The purposed research question has an exploratory nature, i.e. it aims to determine what is actually happening and present some new insights. Rather than aiming to answer 'how many' and 'how much', it aims to answer 'what,' 'how,' and 'why' questions. The nature of the research question also suggests that a more extensive level of research is required than that obtainable through a survey strategy, where a relatively small amount of data is typically gathered from a sample (Yin, 2009). Thus, a qualitative case study strategy was found to be the most suitable method to research the problem (Glesne & Peshkin, 1992), because it enables an in-depth and detailed study of the chosen cases, which is appropriate for capturing the richness of people's experiences in their own terms and producing a wealth of detailed data about a small number of cases (Patton, 1987). Although several data collection methods may be used with case study research (Yin, 2009), qualitative research interviews are more appropriate, considering that the study aims to collect the individual perceptions of a process within a social unit (Robson, 2002). To support the interviews, taking into account the enquiry purpose, semi-structured interviews were selected, as they traditionally address qualitative research and are recommended for

situations whereby the aim is to collect the interviewees' perception of reality when the interviewer has already identified the issues to address (Gillham, 2000).

A semi-structured interview guideline has been designed in accordance with the literature, covering a broad range of subjects raised by the formulated research question. To help to guide the interview, several sub-questions were derived from the main research question, ensuring the interviewees have a comprehensive discussion on the subjects while achieving the researchers' pre-defined aims and goals of the study. In such in-depth interviews, the use of semi-structured questions offered a frame of reference, allowing the researchers to analyse in detail certain critical answers by applying laddering and funnelling techniques (Grunert & Grunert, 1995; Eisenhardt & Graebner, 2007; Kvale & Brinkmann, 2009).

A non-probability sampling was considered since there is no intention or need to make statistical generalisation, and a purposive sampling technique was selected because it is typically used with case studies and the principle of selection is the researcher´s judgement (Robson, 2002). Considering that research in this area is scarce, to conduct the envisaged in-depth interviews, the recommended sample size should range from between 6 to 12 interviewees (Carson, Gilmore, Perry, & Gronhaug, 2001). A total number of eight interviews were conducted mainly with academic researchers and decision-makers selected from the local region of interest, in a 75%/25% male/female gender proportion. The age of the interviewed population ranged from 36 to 56, with an average age of 48 years of age. Half of the interviewees were academic researchers with backgrounds that ranged from cultural studies and design to product development and engineering. The second half of the interviewed parties is part of the academia as decision-makers, namely executive directors of local Business Incubators, or as heads of local technology-transfer or international offices.

Data were collected through the semi-structured interviews. An interview guide was used to ensure that all relevant topics were covered. In order to fulfil the objectives that came from the research question, a questionnaire with both open and closed questions was designed and tested with peers (Gillham, 2000). Questions were grouped according to the enquiry objectives and ordered, taking into consideration the data analysis technique and the aimed output (Oppenheim, 1992). The interviews were conducted in the Portuguese language, digitally recorded and ranged from 53 minutes to 152 minutes (85 minutes on average, approximately 12 hours overall). After transcribing the interviews into English, the responses were coded (Miles & Huberman, 1994; Flick, 2009).

The data were then analysed following the classical set of analytical steps proposed by Miles and Huberman (1994), data reduction, data display, conclusions drawing and verification. The raw data were initially analysed and summarised in a systematic order and grouped according to the research objectives using clustering techniques, in order to compare against each category (Dey, 1993). Once data have been synthesised, 'word tables' were used to display the information (Yin, 2009). These tables allowed us to search for patterns, regularities, as well as the most weighted and frequent features. The clustering techniques described above provide an important role because grouping events with similar patterns and characteristics facilitated data analysis and the subsequent drawing of conclusions. Triangulation was also used to compare the data using different methods and sources, which improved the confidence of the events in which information from different sources converges in the same direction (Weerd-Nederhof, 2001).

PRELIMINARY FINDINGS AND DISCUSSION

This exploratory research intends to present a challenge to the local academia in the Beiras region of Portugal on identifying the most suitable claims to promote the potential export of local regional endogenous products. The resulting sales growth should enhance the competitive positioning of the Beiras' regional ecosystem, currently classified as a low density and peripheral territory. The initial research question was formulated considering the local academia's point of view on the use of endogenous products' sustainability characteristics as a differentiation claim for a global mass-market.

To help tackle the suggested research question during the in-depth interviews, a semi-structured interview guideline has been designed, although the order of questions was reasonably flexible and mainly dictated by the interviewee's responses. To help guide the interview, several qualitative sub-questions were also derived from the main research question and will be presented in this discussion of the preliminary findings.

When questioned about concepts like regional endogenous resources and products, the interviewees unanimously pointed out the distinctive attributes that such resources or products presented when compared to other non-differentiated goods. Geographical references and cultural heritage were the main attributes associated with such resources and products. When questioned about the difference between endogenous resources and products, the answers unanimously referred to human intervention as a creative force transforming local resources into tangible goods. However, only a minority made the distinction between material and immaterial goods, such as cultural references or musical traditions.

Concerning the use of innovative non-traditional technologies in the manufacturing of regional endogenous products, the majority of the interviewees stated that they had no objection with regard to its use, even considering it to be mandatory in the case of foodstuff to ensure food safety and quality control. However, most of them expressed their opinion that such technology should be of a sustainable nature and that it should not affect or alter the identity and characteristics of traditional endogenous goods. In relation to the latter, a minority indicated the need to accept the modification of traditional aspects to keep endogenous references alive, as in their opinion the original references were only useful if translated and adapted to current customers' needs and aspirations. On the contrary, some of the interviewees would not accept any type of change to the traditional products, as they believed that it was important to keep the integrity of local references and habits untouched.

When asked about the main endogenous highlights of the local Beiras region that they would recommend to someone unfamiliar to that territory, most answers focused on the local agricultural produce and the related traditional specialties, alongside any contemporary derived products, such as fragrances and non-traditional eatables. Local landscape such as natural and geological patrimony was also commonly referred to as potential experience-based and touristic products. Of secondary importance for most of the interviewed persons, creative industries associated with cultural and historical regional references could also produce endogenous goods that have economic potential.

Regarding the current market of local endogenous products, the answers were not unanimous. Some interviewees indicated that most endogenous products were unexplored, others pointed out that such products were mainly acquired by local customers or, at best, on a national scale. Only a few referred to internationalisation as the current market for these products, even though all parties unanimously expressed their export potential. When asked about why such potential has not yet been converted into economic results, the answers varied significantly and pointed to different actors of the local regional ecosystem:

A. With regard to the local companies and producers, some highlighted the lack of knowledge and ambition of local small-scale producers, whilst others responded that it was intrinsic to small-scale farmers to not want to produce on a larger scale. Most interviewees agreed that there is a lack of associative culture amongst local producers that inhibits the larger scale availability of endogenous products. The lack of language skills was also pointed out as an inhibiting factor.
B. When referring to governance responsibility and support, some of the answers identified the lack of economic support and incentives, although some others confirmed that regional, national and European Union support was available to local companies and producers.
C. As for the role of civil society, the lack of customers' knowledge concerning the distinctive attributes, as well as the increased or premium pricing associated with such products cumulatively contributed to low sales.
D. Finally, only a few of the interviewees attributed the responsibility of the lack of appeal concerning the export of the regional endogenous products to local academia. However, when questioned

about the role of academia to alter the current trend and to promote the enhancement of endogenous resources on a larger global scale, almost all indicated the importance of academia to achieve such a goal.

When asked about their perception concerning the sustainability dimension of the main endogenous products available in the Beiras region, most interviewees agreed to such a claim characterising the local endogenous produce. Ecological and environmentally friendly processes were pointed out regarding local endogenous products and the non-intensive use of local resources in relation to the sustainability perception that was unanimously referred to by the interviewees. The almost untouched natural landscape that coexists harmoniously near to local housing was referred to as being particularly appreciated by foreign tourists and seemed to be an appealing attribute to advertise in the future development of tourism or experience-based services.

Although the interviewees agreed that local inhabitants intuitively assumed ecological and sustainable attributes to be associated with the region's produce, again, they were in agreement when referring that the potential foreign customers of such products and services would value those characteristics and perceive the value added to them as green products. When asked to classify, between 1 to 5 (with 5 as the maximum), if they would consider advertising the sustainability claim as a major attribute of local endogenous produce to potential foreign consumers as beneficial, the marks attributed ranged between 4 and 5. When referring to the same question regarding the advantages of using the sustainability claim in the national market, the average value of marks attributed were of a lower range between 2 and 4.

For a similar quantitative question about the expected sales increase promoted by such a sustainability claim, attributed marks were lower by about 1 to 2 points when related to the previous question. The possible reason for such a low mark range was twofold. Firstly, almost all interviewees identified the need to complement such a sustainability label with a description of the distinctive endogenous products' characteristics as being important for both national and global markets. The history of each product, as well as local tradition and habits related to its produce were referred to as being key to customers' perception of the distinctive uniqueness related to local endogenous products. Secondly, although the appeal to local customers to perceive local endogenous produce as green products may increase, it is not evident that a sales increase should be expected, mainly due to the low average income of local customers compared to that of foreign countries. As such, local customers cannot afford to pay the increased or premium prices typically associated with GPs.

CONCLUSION

In order to identify the most suitable claims to promote the potential export of the endogenous products of the Beiras region of Portugal, the current pilot research project focused on the local academia's point of view regarding the promotion of the sustainability domain associated with this type of product as a differentiation claim to endorse them as green products at a global market level. A selected number of in-depth interviews on the subject were conducted amongst local academia researchers and decision-makers.

The preliminary findings allowed the significance of the proposed green claim to be inferred, however a gap was identified. This was due to the lack of information about the distinctive attributes of local endogenous produce. To this end, local interviewees identified the need to complement the proposed eco-label with information about the history of each product, as well as local tradition and habits related to its produce. During the interviews, the role of local ecosystem actors on a multi-helix point of view was discussed and their potential contributions to enhance a dynamic and competitive positioning of regional endogenous produce were identified.

A further research is needed to validate a new research question which has arisen from the current study regarding the cumulative eco and feature label needed to endorse local produce as the export

claim. Beyond the role of local academia, the remaining actors of the local ecosystem also have to be assessed vis-à-vis identifying and developing the most promising strategy to effectively promote local distinctive endogenous products to the global market.

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Jorge Julião is an Assistant Professor at Católica Porto Business School. He earned his doctorate from Cranfield University (UK) in Manufacturing Systems Engineering. He holds a degree in Mechanical Engineering and a Masters in Equipment Design from Coimbra University. He has worked as a operations engineer position at a paper factory, vice-director of the UCP-Lisbon Engineering School, vice-president of the Regional Centre UCP-Viseu, coordinator of UCP Campus at Figueira da Foz and director of the department of Architecture, Science and Technology. He was also coordinator of courses in Industrial Engineering and Industrial Management. He has worked as an expert advisor in project evaluations at Adi (Innovation Agency) and BES Innovation. His research interests focus on operations management and innovation and product development.

Benny Tjahjono's overarching research focus embraces Operations Management, Supply Chain Management, Production Engineering, Service Engineering and contemporary applications of Simulation Modelling to multidisciplinary subjects. His research track record has been demonstrated through winning several research grants from the Engineering Physical Research Council (EPSRC), InnovateUK, European Union, overseas funding agencies and directly from the UK industry sectors. He has published over 60 research papers in refereed academic journals, conference proceedings, books, practitioners' journals and newspapers. He currently leads several doctoral researchers in emerging areas related to supply chain and operations management such as the 'servitization' of manufacturing, Product-Service Systems and sustainable operations. He is the Cranfield's Principal Investigator and part of a consortium consisting of seven universities in Europe recently awarded the Horizon2020 MSCA Innovative Training Network aiming to formulate the service-oriented business for the European Circular Economy.

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